Approved For Recession Of Proposition Approved For Recession Proposition Propo

DD/A Registry

10 SEP 1978

DD/A Registry File Personnel-12

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM

: F. W. M. Janney

Director of Personnel

SUBJECT

: Performance Appraisal System

1. Action Requested: None. The attached memorandum for your signature and the performance evaluation material are forwarded in response to your request of 13 September 1978.

- 2. Attachment A is the memorandum to the Secretary, Executive Advisory Group advising of your review of the Performance Evaluation Task Force Report and your proposals for substantive inclusions in the revised format. This memorandum requires a response from the members of the Executive Advisory Group by 27 September.
- 3. Forwarded as Attachment B is a copy of the draft of a revised Performance Appraisal Report which we have had in process using the Task Force recommendations as guidance. We have added two sections to the draft to provide for your proposals for the work planning section and the evaluation of potential. Included with the draft is a seven point rating scale with descriptive definitions. This is a working paper, not a finalized product.
- 4. For ease of review in considering the comments of the Heads of the Career Services on the Task Force recommendations, included as Attachment C is a matrix of the recommendations and responses. The majority of the recommendations were accepted by all components. The only recommendation on which there are strong differences is the one which would prohibit informal input to panel deliberations. While related, this is not a basic part of the Performance Appraisal system substance or format. The requirement for documentation of the informal interim review was also a point of difference but not as strong as on panel input. Minor areas of difference were the use of the seven point scale, justification of the individual ratings and the option of the Career Service to have an addendum to cover evaluation

Approved For Release 2001/03/01 CIA-RDF8100442R96600050010-4

elements which are of concern only to that component. The recommendation for the optional LOI, under agreed-to ground rules, was endorsed by all components except NFAC, which supports a mandatory program.

(Signa) F. W. W. Links)

F. W. M. Janney

Atts.
As Stated

Distribution:

Orig - DDCI, w/atts.

1 - ER, w/atts.

2 - DDA, w/atts.

2 - D/Pers, w/atts.

1 - OP/RS, w/atts.

STATINTL OP/P&C/RS/ CEBC (18 Sep 78)

Approved For Release 2001/05/01 : CIA-RDP81-00142R000596050010-4



MEMORANDUM FOR: Secretary, Executive Advisory Group

FROM : Frank C. Carlucci

Deputy Director of Central Intelligence

SUBJECT : Performance Appraisal System

- 1. I have now reviewed the Performance Evaluation Task Force Report, the individual Career Service sections of the report and the Heads of Career Service comments on the report. The following proposals concerning the principles of the system and the format of the form reflect most of the Task Force recommendations with which you were in agreement. I have included two additional elements for consideration. Whereas the Task Force dealt with work planning in the context of the existing LOI concept and recommended collaborative work planning where LOI's are not used, I believe that work planning should be an integral part of the new appraisal form. The second is the incorporation of evaluation of employee potential into the report itself.
- 2. I believe the new Performance Appraisal Report should include in its format the following substantive features:
- a. A stated work plan should be the first page of the report, establishing a basis for the subsequent performance appraisal. It should be formulated by the supervisor and the rated employee and list the specific objectives and goals in priority order.
- b. This should be followed by an appraisal of the performance of the listed specific duties against the seven point scale (the seven point scale is only significant in that it is different from the present point spread and should be changed again in 3-5 years).
- c. Supervisors should be rated on their managerial ability, their ability to effectively communicate requirements and expectations, to candidly appraise the performance of subordinates, to help subordinates improve performance and develop potential.
- d. The supervisor's narrative comments should justify by amplification or explanation the ratings given for specific duties. Significant strengths and weaknesses demonstrated in the employee's performance should be commented on and include any suggestions for improving work performance.



AD NISTRATIVE - INTERNAL US ONLY Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4

- e. The overall performance rating should represent an evaluation of the total performance of the employee, not just an averaging of the individual ratings.
- f. Following the performance appraisal there should be a space for employee comments and a certification that the employee has had a discussion of the appraisal with the supervisor.
- g. The reviewer's comments should address, in addition to the appraisal, the reviewing officials perspective of the employee's overall performance.
- h. Included in the format and supplemental to the performance appraisal should be an evaluation of the employee's potential. The evaluation should be by the employee's supervisor and relate to those positions that fall within the area of the supervisor's authority.
- 3. I will appreciate the comments of the EAG members on these proposals to reach me by 27 September 1978. This will be an item for discussion on the 30 September 1978 meeting at the STATINTL

STATINTL

Frank C. Carlucci

ORIGINATOR:

(Signed) F. W. M. admin

Director of Personnel

Distribution:

Orig - Adse

I - DDCI

1 - ER

I - EK

1 - SA/DDCI

1 - DDA

1 - DD/NFAC

1 - DDO

1 - DDS&T

1 - General Counsel

1 - D/EEO

1 - Comptroller

1 -

1 - EAG subject file

2 - D/Pers

1 - OP/P&C

STATINTL

STATINTL

OP/P&C/RS/

cmc (18 Sep 78)

2

Approved For Release 2001/05/01 : CIA-RDP81-00142R000500050010-4

ATT.

Approved For Release 2001/05/01 : CIA-RDP81-00142R000550050010-4

☐ SECRET ☐ CONFIDENTIAL

ADMINISTRATIVE INTERNAL USE
ONLY

UNCLASSIFIED *

E2, IMPDET CL BY

		NUAL WORK PLAN		
PLOYEE NUMBER	NAME (Last, first	VERAL INFORMATION, middle)	GRADE	SD!
ICIAL POSITION TITLE		OFF/DIV/BR OF ASSIGNMENT	CURRENT STATIO	
IGINI TOSTITON TITLE		OFFIDIVIBR OF ASSIGNMENT	CORRENT STATE	AY 1
EMPLOYLE'S JOB - State br the numb	riefly where the position of employer and type of employer.	ion fits in the staffing p ees supervised by this emp	attern and if appropriate	
	,		·	
WORK OBJECTIVES, GOALS AN formulat	ND PRIORITIES - List to	he specific objectives and and the employee.	goals, in priority order,	
			³ :	
			**	
			♦ % ,	
ERIOD COVERED				
GNATURE OF EMPLOYEE (Name	typed)	. SIGNATURE OF	SUPERVISOR (Name typed)	
nie	GRADE DATE	क्रांका म	GRADE	DATÉ!
	r Release 2001/05/0	01.: CIA-RDP81-00142F	R000500050010-4 GIVADE	14 (11)

Approved ToreRelease 2001/05/01 TACIA-RDP 81/100142R00050005000044 Assified only

SECTION A	FLRF	GENERAL INI		ICAI			-
	2. NAME (Last, Fire	GENERAL INI st, middle)	URIMATIUIV		3. GR	ADE	4, 5D
				Miliography and analysis papers a spirituary rec			<u></u>
POSITION TITLE		6. OFF/DIV/	BA OF ASSIGNMEN	7.	STATION		OPE (Ck.1
q, TYPE OF APP	N I N T M E N T		10	TYPE OF RE	PORT	1 114	(31) DF
		1 TRIAL	- 1	The state of the s		071/	
CAREER RESERVE	TEMPORARY	2 (CIRCLE NO.)	ANNUAL	REASS IGNA		отне	
CONTRACT SPECIAL	OTHER	11. AEPORTING	PERIOD (FROM-T	0) 12. 7	DATE REPOR	IT DUE IN	0, P,
ECTION B		QUALIFICATION	VS UPDATE		*************************************	YES	INOI
s Qualifications Updat				s it attac	ched to t		
·							. '
SECTION C	PERFORMANO	CE APPRAISA	AL RATING L	EFINITIO	ONS		
		-					
k D							
3 4							
4. 5.							
6							
7							
SECTION D		SPECIFIC	DUTIES				
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	onsider oilities
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	onsider pilities
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	onsider pilities
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING NUMBER
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the SPECIFIC DUTY NO. 1	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING RATING
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the SPECIFIC DUTY NO. 1	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING RATING RATING RATING
List up to six of the rating which best de ONLY effectiveness in MUST be rated on the SPECIFIC DUTY NO. 1	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING RATING RATING RATING
List up to six of the rating which best desonLy effectiveness is MUST be rated on the SPECIFIC DUTY NO. 2	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING RATING RATING RATING
List up to six of the rating which best desonLy effectiveness is MUST be rated on the SPECIFIC DUTY NO. 2	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING RATING RATING RATING
List up to six of the rating which best de ONLY effectiveness is MUST be rated on the SPECIFIC DUTY NO. 1	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING RATING RATING RATING
List up to six of the rating which best desonLy effectiveness is MUST be rated on the SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.3	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH swith super	pecific	duty. Co	RATING NUMBER
List up to six of the rating which best desonLy effectiveness is MUST be rated on the SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.3	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s	pecific	duty. Co	RATING NUMBER
List up to six of the rating which best desonLy effectiveness is MUST be rated on the SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.3	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s with super f employee	pecific	duty. Co	RATING NUMBER
List up to six of the rating which best desonLy effectiveness is MUST be rated on the SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.3 SPECIFIC DUTY NO.4	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s with super f employee	pecific	duty. Co	RATING NUMBER
List up to six of the rating which best de ONLY effectiveness i	scribes the man n performance o	nt specific dut nner in which e	ies performed mployee perfo	rms EACH s with super f employee	pecific	duty. Co	RATING RATING
List up to six of the rating which best desonLy effectiveness is MUST be rated on the SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.2 SPECIFIC DUTY NO.3 SPECIFIC DUTY NO.4	scribes the man n performance o	nt specific dut iner in which e of that duty. A supervise (indi	ies performed mployee perfo	rms EACH s with super f employee	pecific	duty. Co	RATING NUMBER RATING NUMBER RATING NUMBER RATING NUMBER

5-78 45 obsolete previous

	SECRET	CONFIDENTIAL	INTERNAL US		
CTION	Approved F	or Release 2001/05/ S <i>UPER</i>	RVISOR'S COMM	0 142R000500050010-4 ENTS	
Amplify o significa of work p required	ent strength erformance. comments on	che individual rati ns or weaknesses de . Give recommendati	ngs given for spe monstrated and an ons for training. ess, EEO, safety,	cific duties in Section D. y suggestions made for impr See attached instructions security, and evaluation of	for
		. 4			
		* ** * **	•		
•					
			·		
•					
				•	
				,	
ECTION F		OVE 84	ALL PERFORMAN	CF RATING	· · · · · · · · · · · · · · · · · · ·
e overall	performance		e into account ev	erything about the employee	which NUMBE
ECTION G)	CERTIFI	CATION AND COM		
ONTHS EMPLOY	EC HAS BEEN	W IF THIS REPORT	1. BY SUPERVISO	O EMPLOYES, SIVE EXPLANATION	
HIS POSITION					
ATE	1 colesion -	· TITLE OF	SUPERVISOR	TYPED OR PRINTED HAME AND S:	SNATURE
		7 2			
ı			ADMINISTRATIV	r ·	

Approved For Release 2001/05/01 ACIA-REPANTERNAL USE UNCLASSIFIED ONLY

	2. BY	EMPLOYEE	(OPTIONAL)	
EMPLOYEE'S SELF APPRAISAL OF REVIEWER'S COMMENTED OF ROOM	F PERFORMANCE, COMMENTS REGAL IF EXTRA SPACE IS NEEDED, U	RDING SUPERVIS	OR'S EVALUATION.	
MANAGEMENTS OR BOTH	. IF EXTRA SPACE IS NEEDED, (JSE SECTION H.		
•				
			•	
			•	
	·	•		
•				
			•	
I CERTIFY THAT I HAVE HAD A	DISCUSSION OF THIS	DATE		
REPORT WITH MY SUPERVISOR	DIOGRAPHICA	DATE]	SIGNATURE OF EMPLOY	ÉE:
	3. BY REV	VIEWING OFF	ICIAL	
COMMENTS OF REVIEWING OF	FICIAL. IF EXTRA SPACE	IS NEEDED, (JSE SECTION H.	
·			-	
			·	
			₹ 1,	
ATE	TITLE OF REVIEWIN	IS OFFICIAL	TYPED OR PRINTED NAME AND	SIGNATURE
	4 BY E	MPLOYEE		
CERTIFY THAT I HAVE RE	AD THE REVIEWER'S	DATE	SIGNATURE OF EMPLOYER	
-				

Approved For Release 200 1905/04: CIA-RDP 8 1001 42 R0005 000500 46 24 FIED ONLY

Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ONLY Tarder 🗌 CONFIDENTIAL CONFIDENTIAL INTERNAL USE ☐ UNCLASSIFIED **AVITARTZINIM** IF ADDITIONAL SPACE IS NEEDED, ATTACH A SEPARATE SHEET. SECTION H

Approved For Release 2001/05/01 : CIA REP 81 200142R000500050010-4 ☐ INTERNAL USE C UNCLASSIFIED AVITARTZINIMUA

CONFIDENTIAL CONFIDENTIAL

C SECRET

Approxest For Release 2001/05/01 CIA RD 281 20142R000500050010-4

EVALUATION OF POTENTIAL A. CHECK ONE / Employee lacks the potential to assume greater responsibility. It is too soon to judge when the employee may be ready to assume a higher level of responsibility. Employee has the potential to assume greater responsibility with additional training or experience. Employee is entirely capable of assuming greater responsibility as soon as the opportunity occurs. Employee should be considered for rapid advancement to positions of much greater responsibility, with the expectation that the employee will rise to the highest levels of the organization. B.DISCUSSION OF POTENTIAL (Justify your choice above. State the qualities of the work performance that best demonstrate a capacity for growth and advancement, or the lack thereof, support with examples.) SIGNATURE OF SUPERVISOR (Name typed)

SECRET

REPORT THE EST SHEET AT ACHEON OF SHEET AT ACHEON OF SHEET will BE.
Form

SEVEN POINT SCALE PERFORMANCE-DEFINITIONS

- 1. Constant supervision and direction are required to keep efforts focused on assigned tasks; efforts are not sufficient to complete work on time; performance quality consistently falls short of formulated expectations.
- 2. Continual supervision and direction are required to keep efforts focused on assigned tasks; work is frequently late and frequently falls short of formulated expectations.

3.

4. Applies required efforts to assigned tasks under routine supervision and direction; uses standard approaches to tasks so that tasks are completed on time; work produced meets formulated expectations.

5.

- 6. Usually applies efforts to priority elements of assigned tasks and requires moderate supervision and direction; uses effective approaches to tasks so that tasks are frequently completed ahead of deadlines; work produced sometimes exceeds formulated expectations.
- 7. Consistently applies efforts to priority elements of assigned tasks while requiring little if any supervision and direction; uses most effective, often new, approaches to tasks so that tasks are completed well ahead of deadlines; work produced consistently exceeds formulated expectations.

Approved For Release 2001/05/01 : CIA-RDP81-00142R009500050010-4

ATT.

Approved For Release 2001/05/01 : CIA-RDP81-00142R000500050010-4

Responses to Performance Evaluation Task Force Recommendations

		DDA	DDO	DDS&T	E	NFAC	Tota	als
Recommendations	_						Y	N
Change title 7 pt. numeric scale Rating supervisor's skills Reword employee certification Justify ratings Space for employee comment Relocate overall rating	(1) (2) (3) (4) (5) (6) (7)	Y Y Y Y Y Y	Y Y Y Y Y Y	Y Y Y Y N Y	Y N Y Y Y Y	Y Y Y+ Y+ Y+ Y	100% 80% 100% 100% 80% 100%	20% 20%
Reviewer's own overall assessme Panel info; prohibit informal Large print	nt (8) (9) (10)	Ү Ү+ Ү	У М У	Y N Y	У У+ У	Ү Ү+ Ү	100% 60% 100%	40%
Optional Career Service 1 page addendum	В.	N	Y	Y	Y	Y	80%	20%
Informal interim review	С.	Y	Y	N	N	Y	60%	40 %
III Performance appraisal workshop (how to)	A. (1)	Y	Y	Y	Y	Y	100%	†
Team building implementation training & familiarization	(2)	Y	Y	Y	Y	Y	100%	
Monitor program	В.	Y	Y	Y	Y	Y	100%	
LOI optional by Career Service		Y	Y	Y	Y	N	80%	<i>‡</i> 20%

Y = yes; N = no; Y+ & N- = emphatic response

Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4

CONFIDENTIAL

ADMINISTRATIVE

INTERNAL USE
ONLY

UNCLASSIFIED.

		en. Province promoterial control control control control control of the province of the control	the state of the s	THE RESERVE OF THE PARTY OF THE
	4 N	NUAL NORK PLAN		
		NERAL INFORMATION	GRADE	SD
EMPLOYEE NUMBER	NAME (Last, first	, middle)	Ole diri	30
OFFICIAL POSITION TITLE		OFF/DIV/BR OF ASSIGNMENT	CURRENT STAT	ION
A. EMPLOYEE'S JOB - State by the number of t	riefly where the position and type of employ	l ion fits in the staffing pattern ees supervised by this employee.	and if appropriate	

B. WORK OBJECTIVES, COALS AND PRIORITIES - List the specific objectives and goals, in priority order, formulated by the supervisor and the employee.

PERIOD COVERED

SIGNATURE OF PROPERTY OF THE REPLEASE 2001/05/01: CIA-RDP81-00142R060500050010-4 typed)

Approved For Release 2001/05/01: CIA-RDR8/1-001/42R000500050010-4 SECRET CONFIDENTIAL INTERNAL USE UNCLASSIFIED ONLY

							ONLE					
				PERFO)RN.	ANCE APP	RAISAL A	REPO	CRT	**	٠.	
SECTION A						NERAL INFO						
1. EMPLOYEE NO		R I	2. HA	ME (Last, Firs	+, Mi	dale)	ALLINIA LIVIN	'		3. GRADE	3	4, 50
	, .			, -moi! 1 ,, n	,		-	-				
5. P	0517	TON TITLE				6. OFF/DIV/BA	OF ASSIGNA	ENT	7. STAT	100		DE (Ck.1)
											HQ	S. DF
9.	7	YPB OF APP	CINTA	TMENT				10. 7	YPE OF REPORT			
CAREER	Ī	RESERVE		TEMPORARY	1	TRIAL (CIRCLE NO.)	ANNUAL		REASS IGNMENT		OTHE	R
CHREEK		Kazense		(8):15:(1)(1)	3			<u> </u>	12. DATE	1 7 7 7 7 7 7	WE IV	10
CONTRACT .		SPECIAL		OTHER	1	1. REPORTING S	PERIOD (FROM	4-TO)	IZ. DATE	WELOK! C	JUE IN	J. F.
					<u> </u>						الم	TAZOT
SECTION B						LIFICATIONS			** - * * * - * * * * * * * * * * * * *		ES	NOI
Is Qualifica	ati	ons Updat	e Fo	orm being su	ıbmit	ted with ch	anges, and	1 15	it attached	to thi	s repo	orti,
				550011111	·	4 000 A 10 A 1	0171110		CINITIONS			
SECTION C			PER	RECHMANC	, E. /	APPRAISAL	. KATING	UE	FINITIONS			
	٠			•		-						
2					•							
Э												
4.												
5		•				·						
6									. •	•		
7												
SECTION		· · · · · · · · · · · · · · · · · · ·				SPECIFIC D	UTIFS					
<u> </u>	<u>U</u>					<u> </u>						
ONLY effe	cti	veness ir	n pe	rformance o	£ th	at duty. All	employee	s wit	s EACH specification in the supervisor in the su	ry resp	onsib:	nsider ilities
SPECIFIC DUTY	No.						- 					RATING NUMBER
												, and a
SPECIFIC DUTY	VO. 2	-		and the second s								11447615 13449
									generalise i Walanty i wa ciyad wayan wa da			
SPECIFIC DUTY N	10.3											RATING
							and the second second second second second second					RATION
SPECIFIC OUTY	√2.4											NUMBER
SPECIFIC DUTY N	0.5											RATING
2,20 112 3011									**************************************			424 (300)
SPECIFIC DUTY	10.7											RATING
	~ . <											MMBER
		•			-				•			
<u> </u>	/p p	roved Fo	r-Re	lease 2001/	95/0	1stratrope	31-00142R	0005	00050010-4			etige (firs - in assessments to make settle statement
SECRE	T	CONFI	DENT:	IAL 🗆	INTE	RNAL USE	☐ UNCLA	SSIF:	IED . E2, IMPO	ET CL	вұ	
						ONLY			DA, INFU			

Approved For Release 2004/05/01: CIA+RDR84-00442R000508050040-4ED ONLY

SECTION E	SUPERVISOR'S COMMENTS
of work performance. (required comments on:	e individual ratings given for specific duties in Section D. Indicate or weaknesses demonstrated and any suggestions made for improvement Give recommendations for training. See attached instructions for cost consciousness, EEO, safety, security, and evaluation of superers is needed, use Section N.
	•
•	
	•
	•
p	
•	
	· · · · · · · · · · · · · · · · · · ·
ECTION F	OVERALL PERFORMANCE RATING
ne overall performance rat nfluences effectiveness. S	ing should take into account everything about the employee which remains ee attached instructions for details.
ECTION G	CERTIFICATION AND COMMENTS
ONTHS EMPLOYED HAS SEEV IM	1. BY SUPERVISOR IF THIS REPORT HAS NOT BEEN SHOWN TO SMITLDIVES SUFFERINGTION
DUTHS UNDER MY SUPERVISION	į
ATE .	ن کردو کرده کرده کرده کرد
i i i i i i i i i i i i i i i i i i i	·

ATE TITLE OF ARVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE ATE THE OF ARVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE ARE ARE ARE EMPLOYEE CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE	•	Approv	ed For	Relea	CONF	/05/01 : C)142R0005 STRATIVE NAL USE ONLY	50050010- □ UNCL	4 ASSIFIED		
LITTLE OF REVIEWING OPPICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. ATE THIC OF REVIEWING OPPICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. ATE THIC OF REVIEWING OPPICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. ATE THIC OF REVIEWING OPPICIAL. IN EXTRA SPACE IS NEEDED, USE SECTION II. ATE THIC OF REVIEWING OPPICIAL. IN EXTRA SPACE IS NEEDED, USE SECTION II. ATE THIC OF REVIEWING OPPICIAL. IN EXTRA SPACE IS NEEDED, USE SECTION II. ATE THIC OF REVIEWING OPPICIAL. IN EXTRA SPACE IS NEEDED, USE SECTION II. APPROVED ON THE THIC OF REVIEWING OPPICIAL IN THE THIC OPPICATION OF THE THIC OPPICATION OPPICATION OPPICATION OPPICATION OPPICATION OPPICATION OPPICATION OPPICATION OPPICATION O									IONAL)	*		
3. BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. TITLE OF ASSISTMENT OF PRINTED NAME AND SIGNATURE APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED ADMINISTRATIVE	EMPLOYEE'S (REVIEWER'S (SELF APPRI COMMENTS (AISAL OF OR BOTH.	F PERFO IF EX	RMANCE, CO TRA SPACE	OMMENTS REG IS NEEDED,	ARDING SUPERVI USE SECTION I	SOR'S EVALU	ATION,		-	
3. BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. ATE THE OF ASVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE ABY EMPLOYEE CORRELEY THAT I HAVE READ THE REVIEWER'S COMMENTS. Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE												
3. BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. ATE THE OF ASVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE ABY EMPLOYEE CORRELEY THAT I HAVE READ THE REVIEWER'S COMMENTS. Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE		•	· .						•			
3. BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. ATE THE OF ASVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE ABY EMPLOYEE CORRELEY THAT I HAVE READ THE REVIEWER'S COMMENTS. Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE												
3. BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. TITLE OF ASSISTMENT OF PRINTED NAME AND SIGNATURE APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED ADMINISTRATIVE					,							
3. BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. TITLE OF ASSISTMENT OF PRINTED NAME AND SIGNATURE APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED ADMINISTRATIVE									,			
3. BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION II. TITLE OF ASSISTMENT OF PRINTED NAME AND SIGNATURE APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED APPROVED ADMINISTRATIVE		:										
THE THE OF ASVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE ATE THE THE OF ASVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE ATE THE THE OF ASVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE APPROVEE CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE	I CERTIFY THE REPORT WITH M	AT I HAVE Y SUPERVI	HAD A D	ISCUSS	ION OF TH	IS	DATE	SIGNA	TURE OF EM	PLOYEE	magnifer i ren - magniferant minima magnifer - ring - maj en propi des	
TITCE OF SEVIEWING OFFICIAL TYPED ON PRINTED NAME AND SIGNATURE A BY EMPLOYEE CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE						3. BY RE	VIEWING OF	FICIAL				
CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE COMMENTS. Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE	COMMENTS OF	F REVIEW	ING OF	FICIAI	L. IF EX	TRA SPACE	IS NEEDED,	USE SECTI	ON H.			
CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE COMMENTS. Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE												
CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE COMMENTS. Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE												
CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE COMMENTS. Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE							-					
CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE COMMENTS. Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE												
CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE COMMENTS. Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE	mot makere of distributions as as a lighty		and Alle State and the agranted	manufik da 11 at 12 daya				er syk e francos e e e e e e e e e e e e e e e e e e e	,* . • • •			
CERTIFY THAT I HAVE READ THE REVIEWER'S DATE SIGNATURE OF EMPLOYEE Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4 ADMINISTRATIVE	ACE	and the second of the second of the second of			T1T(E			TYPED OR	Printed Nam!	E AND SIGN	ATURE	
ADMINISTRATIVE					•	R'S	DATE					
I DEPOSE I CONTRIBUTION I CONTRIBUTI		•				73	ADMINIST	RATIVE		1		

Approved For Release 2001/05/01: CIA-RDP81-00142R000500050010-4

SECRET

CONFIDENTIAL

ADMINISTRATIVE

INTERNAL USE
ONLY

C UNCLASSIFIED

ONLY	gar - An - gamahkangga akan gaman pinkaran karkara saran sara dan sa - Alba sa saran ka	and tradeology 1864–19 and 1864 (1864)
EVALUATION OF POTENTIAL	•	•
A. CHECK ONE		The second secon
Employee lacks the potential to assume greater responsibility.		
It is too soon to judge when the employee may be ready to assume a higher level of responsibility.		
Employee has the potential to assume greater responsibility with additional training or experience.		
Employee is entirely capable of assuming greater responsibility as soon as the opportunity occurs.		
Employee should be considered for rapid advancement to positions of much greater responsibility, with the expectation that the employee will rise to the highest levels of the organization.		
B.DISCUSSION OF POTENTIAL (Justify your choice above. State the qualities of the work performance that best demonstrate a capacity for growth and advancement, or the lack thereof, support with examples.)		
	·	
		•
	ering with a company of the company	-
SIGNATURE OF SUPERVISOR (Name typed)		
Approved For Release 2001/05/01 : CIA-RDP81\footnote{\text{000142R0005000}}	50010-4	

SECRET

SEVEN POINT SCALE PERFORMANCE-DEFINITIONS

- 1. Constant supervision and direction are required to keep efforts focused on assigned tasks; efforts are not sufficient to complete work on time; performance quality consistently falls short of formulated expectations.
- 2. Continual supervision and direction are required to keep efforts focused on assigned tasks; work is frequently late and frequently falls short of formulated expectations.

3.

4. Applies required efforts to assigned tasks under routine supervision and direction; uses standard approaches to tasks so that tasks are completed on time; work produced meets formulated expectations.

5.

- 6. Usually applies efforts to priority elements of assigned tasks and requires moderate supervision and direction; uses effective approaches to tasks so that tasks are frequently completed ahead of deadlines; work produced sometimes exceeds formulated expectations.
- 7. Consistently applies efforts to priority elements of assigned tasks while requiring little if any supervision and direction; uses most effective, often new, approaches to tasks so that tasks are completed well ahead of deadlines; work produced consistently exceeds formulated expectations.